

WASTE MANAGEMENT PROGRAM REDESIGN MEETING –Minutes – April 28, 2004

Location: 2421 Darwin Road
phone.

Present: Bangert, Mack, Hildreth, Hennings, Lynch, Melby, Degen in person; Pingel, Schultz by

Notetaker: Barb Hennings

Antonuk at 10 by phone and Moore at 10:45 in person.

Time	Presenter	Topic		Decision	Followup
9:30		Finalize problem statement Attachment 1		<p>Stakeholders will be defined as everyone including program staff, the public, business and others.</p> <p><i>Problem Statement:</i> Using more positive tone was rejected because a problem statement must reflect a problem. Consensus to add acknowledgement of staff dissatisfaction and a statement about challenging our ability to address human health and the environment.</p>	Dave and Larry will revise and send to group for approval at May 11 meeting.
10:00		Finalize goals and criteria		<p><i>Goals:</i> Agreed to use “optimize” to reflect the possibility of a range of choices. Agreed to switch first and second sentences. Agreed to say “improved” credibility. Agreed to post problem, goals, and criteria together, addressing identification of dissatisfaction and complaints in the criteria.</p> <p><i>Criteria:</i> (These are elements to consider when making the decision.) Agreed to use the five presented last meeting (see minutes) and add “Address concerns of stakeholders”.</p>	Dave and Larry will revise goals for approval at May 11 meeting. Sue will do any needed additional work on the criteria.
10:30	Barb, Cynthia	Finalize communication plan Attachment 2 ; Attachment 3 ; Attachment 4 ; Attachment 5 ; Attachment 6		<p>Agreed to develop internet page and post as soon as possible. Adopted agenda format. Agreed to communication plan grid with changes to further define the “listening” sessions and identify supporting documents vs deliverables. To reduce potential workload, anonymous comments will be</p>	John will work with Vera using Barb’s mock-up. Barb will modify notetaker assignments to reflect her switch with Connie. Cynthia and Barb will revise grid for May 11 meeting.

				accepted as part of the focus group process. After a brief discussion on general internal impediments, dominant opinion was that an effort to identify impediments to novel redesign elements is not on the table at this time.	
11:00	Peter Peshek	Peter's handout will be available in our "resource" section.		<p>Topics included: Individual and organizational change; Politics of Regulatory Reform; Visioning and Bureau reform. Reform issues include: Systems approach is needed, which includes the Environment, Institutions & Economic Issues; Land Use is a priority; reduce costs and be aware of unit costs; we should think of other bureaus as partners; reward facilities for going beyond 500; issue "general" permits, issue a single company-wide plan approval; consider legislative changes.</p> <p>The Bureau is viewed as stuck in the past; unable to think outside the box; providing inconsistent but good service; overstaffed but needing to protect competency and core staff ("too lean is not good"); staff are respectful and nice; having way too much distrust of for-profit models; informal problem solving not well-developed in Madison and 2 regions; staff are smart but not interested in re-invention.</p> <p>He identified the following objectives: ultimate goal is to eliminate environmental lawyers and consultants, reduce timelines for processing submittals, gain awareness of time value of money, reduce submittals, privatize regulatory functions, stabilize bureau costs with regard to permittees, optimize land use and economic opportunities, develop partnerships to go beyond the minimum required by regulations.</p> <p>He also suggested the following outcomes: end duplication of functions by professionals</p>	<p>We will each identify up to 3 problems, 3 solutions or improvements and 3 notions that struck home. We will send them to Frank by May 5. Frank will compile and distribute prior to May 11 meeting.</p>

				and Dept staff, issue more general permits, issue single company-wide permits/approvals (bubble permits), issue single company charter in lieu of the siting process, create system allowing some on-site changes without prior approval (monitoring, well abandonment), in 10 yrs, issue a company-wide charter or contract that covers multiple media (water, waste, air).	
12:00	lunch				
12:30		Follow-up discussion		Dennis asked whether there was an appreciation for the idea that the nature of landfills might account for the relative conservatism of the Solid Waste Sub-program. Landfills are different than other waste management facilities such as wastewater treatment plants in that they have no readily monitorable discharge pipe and that their most important engineering features are deeply buried and next to impossible to repair. Peter will pass this concern on to trade groups. He suggested that some of this concern could be addressed through design redundancies. His answer was that the old rules don't acknowledge progress in design and construction or the recognition of shared values. Asked how to cultivate the culture of change/creativity, Peter replied that we should address the challenge of being steward of the whole. He identified shorter range objectives as creating authority for 25 year planning, making changes with wetlands and clay soils, and land use considerations. As for other parts of the program besides solid waste we need to assure that there is no regulatory duplication, continue the WFSB, and focus on monetary value. He encouraged change through role reversal and incentives. He finished by saying that we need to work from the "productive	

				center” rather than the “emotional extremes” (see editorial he passed out).	
1:30		Build on stakeholder involvement		We didn’t have time to address this except to identify potential speakers at future meetings.	Mike will follow up. He will find a speaker for next meeting (Kathleen Falk or Mark Thimke) and find additional speakers for future meetings including a panel of legislators, someone from RR or a WMC representative.
2:30		Next steps and assignments			<p>Sue, Deb, Mike, Dennis (with Cynthia as an alternate) will meet with Susan Puntillo and Ed Nelson before May 11 to discuss how to make internal and external input (focus groups or other means) possible.</p> <p>Connie and Larry will continue with the state benchmarking effort.</p> <p>Homework: Look through resources and decide which you want to report on at the June meeting. This will avoid having everyone read everything.</p>
3:00		Adjourn		Adjourned at 3	

Attachment 1

Waste Management Program Redesign for the Future [Back to the Top](#)

Problem:

The Waste Management Program resources have been, and continue to be, significantly downsized. There also exists a considerable level of dissatisfaction with the program on the part of many stakeholders/decision makers outside the WA Program which is adversely affecting the Program's integrity. Unless the program takes proactive measures to address these issues, the Program's resources and credibility will continue to be diminished

Goal:

Produce a program redesign model incorporating recommendations from program staff, internal stakeholders, and external stakeholders. The redesign will build on the good work done in the program, and position the Program to be more innovative, progressive, and streamlined with the ability to more easily adapt to changing regulatory needs of the solid waste industry. The redesigned program will optimize the use and distribution of staff resources to fit the downsized staff compliment. Implementation of these changes will reestablish our credibility with stakeholders and decision makers.

Attachment 2

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Activity	Type of Information	Process	Responsible Party	Intended Audience	Method	Time Frame
General information	Problem Statement & Objectives	Prepared at beginning of process	SB	WA State Externals	Internet	May 2004
	Schedule & schedule modifications	Prepared at beginning of process and updated as necessary	SB	WA State Externals	Internet	May 2004 with updates as necessary
	Communication Plan		BH, CM	WA State Externals	Internet	Post by May 15, 2004
	What's New from Sue	Bi-weekly update, even if no news!	SB	WA State	e-mail	1 st and 3 rd Monday of each month
	Regional "listening" sessions		SB	WA State		Throughout
Meeting Documents	Agenda & attachments	Posted in advance of meetings	SB	WA State Externals	Internet	1 Wk prior to meeting
	Draft meeting notes	Note taking assigned to WPRT on rotating basis - take notes, post draft and finalize	WMPR	WA State Externals	Internet	Post draft to WPRT 3 days after meeting; Comments due back from WMPR w/in 3 days of posting; Post on web as "draft minutes" w/in 3 days
	Final notes and handouts		WMPR	WA State Externals	Internet	Post final w/in 3 days after approved (next meeting)
im Deliverables	Special Reports: <ul style="list-style-type: none"> Streamlining Update Code revisions 		DM Moore, Connelly	WA State Externals	Internet Notify WA staff by e-mail	Monthly updates

	Other reports <ul style="list-style-type: none"> • Benchmark w/other states • Budget impacts • DNR organizational impediments • Draft preliminary recommendations 		Antonuk, Lynch Hellenbrand WMPR WMPR	WA State Externals	Internet Notify WA staff by e-mail	June 30, 2004 Date uncertain Date uncertain September 30, 2004
Final Report	Draft Plan/Report			WA State Externals	Internet Notify WA staff by e-mail	Nov 30, 2004
	Final Plan/Report			WA State Div Admin, AWTR Externals	Internet Notify WA staff by e-mail	Dec 31, 2004

Staff and External Input Into the Process

Activity	Type of Information	Process	Resp. Party	Intended Audience	Comm Method	Time Frame
Staff Input	Working within the Program's priorities/goals and identification of tasks which can NOT be eliminated, and given certain % workforce reductions 1) what do you think we should and what would the impact be <ul style="list-style-type: none"> • not change • reduce/change • eliminate 2) what are your recommendations for restructuring to accommodate these changes (given sideboards)	Structured department facilitated focus groups in each region or multiple regions - either by all Waste Staff or by program (option for the regions) 1. Resources: Use PALs to see breakdown of work by activity code 2. Report major themes and areas not reaching consensus, consensus not expected 3. Develop written report from focus groups recommendations	Team leaders, team members, WMPR, Regional Supervisors	WA State Div Admin, AWTR External s	e-mail, Internet	Focus groups in June - August Reports due Sept. 30, 2004
	Feedback on WMPR draft recommendations - do these work, what impact on program, what could work better	Structured department facilitated focus groups in each region or multiple regions - either by all Waste Staff or by program (option for the regions)		WA State Div Admin, AWTR External s		October 2004
	Feedback on WMPR draft report	Individual comments	Regional sups. WMPR	WA State Div Admin, AWTR External s	e-mail	Mid-Dec. 2004
	Anonymous comments	Ability to send in comments, etc through a confidential e-mail box				Throughout

External Input	<p>Provide recommendations of how we can improve what we do, working within the Program's established bureau priorities/goals and identification of tasks which can NOT be eliminated, and given certain % workforce reductions</p> <p>1) give examples of issues/projects you have worked with us on that exemplify a good process; what made it work well; was the outcome what you were looking for and if not, did the process legitimize the outcome?</p> <p>2) what activities or functions do you think we should change or eliminate and what would the impact be</p> <ul style="list-style-type: none"> • not change • reduce/change • eliminate <p>3) what are your recommendations for restructuring to accommodate these changes (given sideboards)</p> <p>4) revisit the CQI Study questionnaire</p>	<p>Structured department facilitated focus groups or a panel discussion among invited stakeholders.</p> <p>Invite a range of stakeholders to represent our programs and our relationships.</p>	WMPR	WMPRT, WA State Div Admin, AWTR	Face-to-face, e-mail, snail mail, internet	Focus groups in June - August Reports due Sept. 30, 2004
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Internal Communication Plan for Waste Management Program Redesign

1. PURPOSE AND SCOPE

1.1 Purpose of the Procedure

To document procedures for keeping Waste Management Program employees up-to-date on the program redesign procedures and decisions.

1.2 Scope of the Procedure

This procedure applies to communicating with Waste Management Program employees the program redesign procedures and decisions.

2. ABBREVIATIONS, TERMS, AND DEFINITIONS

- WA State - Employees of the Waste Management Program
- WMPR - core membership of the Waste Management Program Redesign work group.
- WaMT - Waste Management Team
- AWTR - Air and Waste Division, Air and Waste Management Team, Air and Waste Division Leader.

3. REFERENCES

- ISO 14001, section 4.4.3, Communication, requires the following:
With regard to its environmental aspects and environmental management system, the organization shall establish and maintain procedures for internal communication between the various levels and functions of the organization.
- HR Procedures
- Bargaining Unit Procedures

4. INTERNAL COMMUNICATION

4.1 Appropriate Methods of Communication:

4.1.1 General information to employees and managers, non-confidential:
The WMPR as represented by the Bureau Director shall share general information that is not considered to be confidential with program staff and managers about the program redesign plan(s), procedures, and documents using the internet, internal memos, emails, and meetings. The WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

4.1.2 Information to management, confidential:
The WMPR as represented by the Bureau Director shall share confidential information about program redesign that is considered to be confidential with program and department management using confidential memos, emails, and meetings. The WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

4.1.3 Verbal information to employees, confidential:

The direct supervisor and appropriate A&W leader shall verbally share confidential information with affected employees. These verbal communications should be done in face to face meetings whenever possible. Records of these verbal communications are generally not kept or required. Any records that are required to be kept of these communications shall be the responsibility of the direct supervisor of the employee receiving such communications.

Written information to employees, confidential:

Administration and/or Human Resources shall provide written notification and/or information to affected staff following the verbal communications by the supervisor and A&W leader. This communication shall follow the appropriate codes, manual codes, and union guidelines.

- 4.1.5** Management channels should be used to disseminate significant management information or directives regarding program redesign. Management channels may also be used where information needs to be disseminated to a wide number of staff. When this method is used, each management level shall be reminded of their responsibility to communicate the information to their staff, and the timeframe for doing so. Generally, these communications will be initiated by the Secretary, the DLT, A&W Division Leader, the A&W Management Team, or the Bureau Director.

4.2 Responsible Persons and Suggested Methods:

TYPE OF INFORMATION	PERSON RESPONSIBLE	AUDIENCE	SUGGESTED METHOD / SCHEDULE
General information about the program redesign process to staff, non-confidential (includes informing an audience that we cannot tell them due to confidentiality)	Bureau Director on behalf of the WMPR	WA State.	Discuss and delegate. Web site, email, and/or memo via email. Also verbally in staff and program meetings. Communicate within 14 days of a decision.
General information about the program redesign process to the WaMT and upper management, confidential	Bureau Director on behalf of the WMPR	Waste Management Team, A&W Management Team and/or A&W Division Leader first, DLT if appropriate.	Discuss at Redesign Group meeting and delegate. Confidential email and/or memo via email. Communicate within 14 days of a decision.
Specific information directly impacting specific employees, confidential	Employee's supervisor and A/W Manager	Individual employee directly impacted by program redesign process; Note: At some point, information becomes public knowledge and may be shared with a broader audience.	Bring to AWMT and delegate. Verbal, preferably by face to face meeting Communicate within 14 days of a decision.

Specific information directly impacting specific employees, confidential	Administration and Human Resources	Individual employee directly impacted by program redesign	Bring to Admin. and HR and delegate. Written letter. Communicate within 14 days of a decision.
Organizational changes	Bureau Director on behalf of the Waste Management Program Redesign Group	A&W Management Team, then upon approval, WA State	Bring to WaMT and delegate. Web site, verbal, then email and/or memo via email. Also verbally in staff and program meetings. Communicate within 14 days of a decision.
Functions impacting standing teams	Bureau Director on behalf of the WMPR group, WaMT, or Team Sponsor, depending on the information.	Team leaders first, then team members, then all staff.	Bring to WaMT and delegate. Verbal, then follow up with email and web. Communicate within 14 days of a decision.

4.3 Internal Communications Log Format v1.0:

Type of Information	Responsible Person	Audience	Method of Communication (in person, e-mail, formal letter)	Date of Communication
General non-confidential	Bureau Director or other designee on behalf of the WaMT			
General confidential	Bureau Director or other designee on behalf of the WaMT			
Specific confidential	Employee's supervisor and A/W Manager			
Specific confidential	Administration and Human Resources			
Organizational	Bureau Director or other designee on behalf of the Waste Management Team			
Team functions	Bureau Director or other designee on behalf of the WaMT, or			

Title: Waste Management Program Redesign External Communication Procedure
Date:

	Team Sponsor, depending on the information.			
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Attachment 4

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External Communication Plan for Waste Management Program Redesign

1. PURPOSE AND SCOPE

1.1 Purpose of the Procedure

To define the procedure for communicating with external parties interested in the Waste Management Program's redesign activities and decisions.

1.2 Scope of the Procedure

This procedure applies to communicating with external parties the Waste Management Program's redesign activities and decisions. This involves both communication initiated by the Waste Management Program and inquiries received by the program

2. ABBREVIATIONS, TERMS, AND DEFINITIONS

- externals - individuals or groups concerned with or affected by the program redesign plans of the Bureau and Department. The externals include the Solid Waste Management Team and EMS External Stakeholder Group
- WaMT - Waste Management Team
- WMPR - core membership of the Waste Management Program Redesign work group
- AWTR - Air and Waste Division, and/or, Air and Waste Management Team.
- DLT - Department Leadership Team.
- Solid Waste Management Team (formerly know as the Technical Advisory Committee or TAC).
- EMS External Stakeholder Group.

3. REFERENCES

- **ISO 14001**, section 4.4.3, Communication, requires the following:
With regard to its environmental aspects and environmental management system, the organization shall establish and maintain procedures for
 - a) Receiving, documenting, and responding to relevant communication from external interested parties
 - b) The organization shall consider processes for external communication on its significant environmental aspects and record its decisions.
- **WDNR Media Relations Handbook**, 8505.1
- **WDNR Public Participation Manual**, 8510.5
- **Developing and implementing a Public Involvement Plan according to the Department's Public Participation Manual**, 8510.5
- **WDNR Web Content Manual**
- **Wisconsin Open Records Law**, s. 19.21 thru 19.39, WI Stats.
- **Human Resources guidelines.**
- **Bargaining Units guidelines.**

4. RESPONSIBILITIES AND PROCEDURE FOR EXTERNAL COMMUNICATION

4.1 Appropriate Methods of Communication:

4.1.1 General information to interested parties, non-confidential:

The WMPR as represented by the Bureau Director shall share general information that is not considered to be confidential with external interested parties about the program redesign plan(s), procedures, and documents using the internet, meetings, letters, and other appropriate documents.

Records of such communication shall be kept by the WMPR and/or the Bureau Director on its behalf.

4.1.2 Responses to inquiries from external interested parties, non-confidential:

The WMPR as represented by the Bureau Director shall respond to inquiries from external interested parties by first determining if the information requested is of a confidential nature and then determining the appropriate response.

A response that involves confidential information shall include only general non-confidential information and response, but shall include a statement referencing what information is confidential (if any) and that we cannot provide a specific response about that confidential information at this time.

Generally responses to external interested party inquiries regarding the program redesign plan(s), procedures, and documents shall be made using the internet, meetings, letters, and other appropriate documents.

In the case of media contacts, Regional Mgt. should be notified immediately of such contact, and in turn communicated to the Secretary. The appropriate public information office should be involved in crafting any responses to these inquiries.

The WMPR and/or the Bureau Director on its behalf shall keep records of such communication.

4.1.3 Information to and responses to inquiries from external interested parties, confidential:

There may be cases when the Waste Program or Department must communicate with certain external interested parties, confidential information regarding program redesign and associated procedures and documents. In those cases, this communication will be made by the Secretary with involvement from the A&W Team and DLT level managers as appropriate. Such responses may likely require the assistance of the Waste Bureau Director and the WaMT. These confidential responses shall be handled and kept in accordance with the DNR's policies and procedures.

Records of such communications are the responsibility of the signatory.
Open records law must be addressed and considered also.

- 4.1.4 Management channels should be used to disseminate any non-confidential external communications regarding program redesign. When this method is used, each management level shall be reminded of their responsibility to communicate the information to their staff, and the timeframe for doing so. Generally, these communications will be initiated by the Secretary, the DLT, AWTR, or the Bureau Director.

4.2 Responsible Persons and Suggested Methods:

TYPE OF INFORMATION	PERSON RESPONSIBLE	AUDIENCE	SUGGESTED METHOD
General information about the program redesign to external interested parties, non-confidential	Bureau Director on behalf of the WMPR	Externals	Written via emails, internet and letters. Verbally through meeting presentation. Written through handouts. Communicate within 30 days of a decision.
General information about the program redesign process responding to inquiries by external interested parties including unions, non-confidential	Bureau Director on behalf of the WMPR, Waste Management Team with input from DLT and AWTR	External interested parties with inquiries.	Initial response should be made within 1 day of the inquiry to acknowledge and clarify the inquiry. Bring to the WMPR and possibly WaMT for a decision and delegate within 14 days of inquiry. Verbally through meeting presentation. Written through meeting handouts. Written via the internet, emails and letters. Communicate final response to external party within 30 days of inquiry.
Specific information to and responses to inquiries from external interested parties including unions, confidential (Includes informing the inquirer that we cannot provide confidential information at this time)	Secretary, DLT, AWTR	External interested parties with inquiries of a confidential nature.	Initial response should be made within 1 day to acknowledge and clarify the inquiry. Bring to the WaMT and AWTR for decision and delegate within 14 days of inquiry. Verbal, confidential. Written letter, confidential.

Title: Waste Management Program Redesign External Communication Procedure
Date:

			Communicate final response to external party within 30 days of inquiry.
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Internal communications regarding communications with external interested parties	Secretary, DLT, A&W Division Leader, AWTR, Bureau Director, WaMT	Department, division, and/or program staff.	Bring to the AWTR for a decision and delegate within 14 days of external inquiry. Verbal with email follow-up. Internal email or memo in email. Communicate back to external party within 30 days of inquiry.
General information about program redesign to the media	Bureau Director on behalf of the WMPR with input from DLT, WaMT, AWTR, and PIO	Media – TV, Radio, newspaper, magazine, newsletter	Initial response to media contact within 1 day to acknowledge and clarify the media request. Bring to the WaMT for a decision and delegate within 14 days of media contact. Verbal through phone or in-person interview. Written through letter. Written through press release, article, or newsletter. Communicate back within 30 days of media inquiry.
Information about program redesign to the Governor and/or legislature	Secretary, DLT, AWTR	Governor and legislature	Initial response to media contact within 1 day to acknowledge and clarify the media request. Bring to the WaMT for a decision and delegate within 14 days of inquiry. Verbal, email, memo, or letter. Communicate back to gov./leg. within 30 days of initial inquiry.

4.3 EXTERNAL COMMUNICATION LOG FORMAT v1.0

Type of Information and Inquirer or Audience	Person Responsible for initiating communication or assigned to inquiry response	How inquiry was made (phone, letter, e-mail, etc.)	Brief summary of the inquiry	Contact Info. (e-mail, addresses, phone)	Date of Inquiry	Type of Response (phone, letter, e-mail, etc.)	Date of Response	Location of the Record of the Response	Add to mailing list (yes/no)
General information initiated by Dept.									
General, non-confidential information responding to (<u>inquirer name</u>)									
Specific, confidential responding to (<u>inquirer name</u>)									
Internal communications regarding external communications									
General information to the media									
Information to the Governor and/or legislature									

Attachment 5

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Note taking assignment:		Dates	
Lname	Fname		
Antonuk	Connie	28-Apr	
Bangert	Sue		
Degen	Mike	11-May	
Hennings	Barb	07-Jun	
Hildreth	Dave	07-Jul	
Lynch	Larry	11-Aug	
Melby	John	01-Apr	08-Dec
Moore	Cynthia	08-Sep	
Pingel	Deb	12-Oct	
Schultz	Frank	09-Nov	

Attachment 6

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Waste Management Program Redesign (add this to WA home page)

- Agendas/Minutes/Assignments - by meeting date
- Background documents
- Draft Minutes - for the previous meeting only
- *Meeting Schedule? Will be on Agendas page?*
- Reports - list on this page or the next page???
- Communication Plan
- Externals input report
- Staff input report
- *Draft Final Report*
- *Final Report*
- Resources - by category
- Suggestion Box - anonymous input form
- Team Members - list with budget codes

DATE

- Agenda
- Final Minutes for this meeting
- Assignments
- Reports

DATE

- Agenda
- Final Minutes for this meeting
- Assignments
- Reports